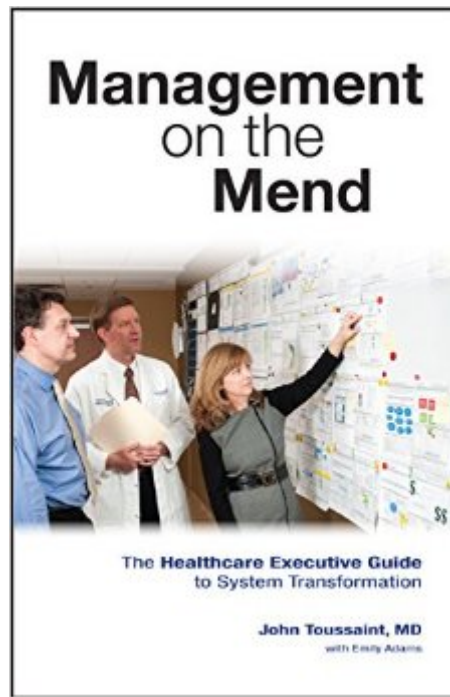


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# Management On The Mend



## Synopsis

Five years after his debut book, *On the Mend*, showed how a large, cradle-to-grave health system revolutionized the way care is delivered, Dr. John Toussaint returns with news for healthcare leaders. There is a clear framework for success for such a transformation. And senior leaders need to be far more intimately involved. While studying and assisting hundreds of organizations transitioning to lean healthcare, Dr. Toussaint witnessed many flaws and triumphs. Those organizations that win creating better value for patients while removing waste in the system have senior managers that lead by example at the frontline of care. The best health systems have also discovered ways to engage everyone in solving problems and embracing change. Management on the Mend is the result of years of investigations by Dr. Toussaint of dozens of healthcare organizations around the world. Using their collective experiences, he has built a model for lean transformations that work. This book describes the model, step by step, through people in 11 organizations who are doing the work. It is the story of many journeys and one conclusion: lean healthcare is not only possible, it is necessary. As senior leaders look ahead to a future that includes radical changes that include population health management, the healthcare payment system, and patient expectations, everyone knows that health systems must be agile to survive. In order to thrive, they must be able to continuously improve. Here is the roadmap for that future.

## Book Information

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## Customer Reviews

Since he stepped down as CEO of ThedaCare nearly seven years ago, John Toussaint, MD, has been making house calls on a global scale. Toussaint, who launched and led a continuing lean

transformation at ThedaCare, a major Wisconsin health system, has been in demand around the world by healthcare executives and doctors trying to do the same -- trim costs while improving patient safety and care. He estimates that he has logged more than 145 such visits in 15 countries, and continues to do two or three per month. Not satisfied to just lecture, Toussaint says a house call always includes a "substantive" visit to where care is delivered so he can observe and ask questions. Toussaint reports what he is seeing and hearing in his latest book, *Management on the Mend*. He has good news and bad. The bad news is that many continuous improvement efforts in healthcare are ailing. Earnest clinicians and administrators make improvements every week, but struggle to sustain them. Consequently, "the essential transformation of the organization is not happening," writes Toussaint, now CEO of the ThedaCare Center for Healthcare Value. The primary reason is that leaders fail to understand the enormity of the change required, including their own behaviors. Lean healthcare is not an improvement program but "an operating system within a management system that requires a complete cultural transformation." Too often senior leaders delegate the job of lean culture change while continuing to practice the same old command-and-control methods and behaviors. It's the organizational equivalent of trying to get fit by hiring a personal trainer while remaining on a diet of steaks and shakes. The good news is that Toussaint has a cure.

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